

# Maintaining a Quality State Workforce

## “Skills of Effective Public Sector Managers”

**Little Hoover Commission**

June 24, 2004

**Carol D. Chesbrough**  
**Chief Deputy Commissioner**  
**Department of Financial Institutions**



*“We have a tendency to blend management with leadership and the two are different. Management will get the tools of battle, the people and equipment to the right place at the right time but leadership will determine who will win the battle. Leadership is emotional and management is technical ...”*

**Retired WWII General**



# Goals

- Help managers and leaders meet the challenges of everyday business and maximize their potential
- Support managers and leaders and their continuous development
- Develop excellence in management and leadership to achieve the organization's vision and mission

# The Outcomes

- PRESERVE excellent performance
- STRENGTHEN individual advancement
- PREPARE managers and leaders for the right positions at the needed time
- RETENTION through motivation and education

## *Here's Why...*



In the next 2-5 years,  
70,000 or 34% state  
employees will be  
eligible to retire

This produces a wide  
gap as senior managers  
and leaders leave

“Nothing Will Ever Be Attempted If  
All Possible Objections Must First  
Be Overcome”



# Proposal: Leadership and Performance Institute

- Sustainability of performance is directly related to investment
- Need for overarching statewide institute to train all managers and leaders
- 1% increase in productivity equals 2,500 new PY resources

# Built to Last



- 4 Pillars of Training: competency, character, leadership & management
- 10 Point Plan
- Leadership & Performance Institute
- Sustained support